

ORGANIZATION PROFILE



Zabarang

VISION


A society where everyone, is educated, self- reliant, equal in justice, healthy, secure and, lives in peace with dignity.

MISSION

To work with the poor and disadvantaged sections (including youth, women and persons with disability), and key service delivery institutions and policy makers for achieving quality education and learnings opportunities, and good health and wellbeing for all people of Chittagong Hill Tracts, and building the capacities of the communities for adaptation and mitigation of the climate change.



OUR VALUES

-  **Collective and dedicated**
-  **Open and responsible**
-  **Inclusive and participatory**
-  **Effective and efficient**
-  **Creative and innovative**

REACH US

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Zabarang Profile

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Introduction: Who We Are

Zabarang Kalyan Samity (Zabarang), founded on the 28th January, 1995 at Khagrapur village of Sadar Upazila under Khagrachhari Hill District of Chattogram Hill Tracts, Bangladesh. The organization's underlying strategy is to address the need for elimination of poverty, illiteracy, injustice, and discrimination against grassroots and marginalized communities is participation of stakeholders in the entire process. Zabarang believes that the citizens themselves have the right to decide, to choose, and to uphold what development directions they wish to undertake.

The multi-skilled workforce of the organization steers the organization to the right course, and with strong commitment to bring Zabarang towards the fulfilment of its goals with an ultimate vision to establish an equal society. The team is constituted by qualified men and women who are as motivated and inspired to do their best in their particular responsibilities.

Recognizing the inherent management capability of Zabarang in implementing its programs and projects, the International Aid Agencies such as UNDP, DANIDA, Save The Children, VSO International, WFP, Action AID Bangladesh, Plan International, United Purpose Bangladesh (UPB), SIMAVI Netherlands, Pawanka Fund, IFAD, Bangladesh National Commission for UNESCO (BNCU) and other leading private and public institutions entered into partnerships with the organization to carry out their mission in uplifting the communities in the district and the region.

Zabarang works in the Chittagong Hill Tracts (CHT), which is situated in the southeast region of Bangladesh, bordering Tripura and Mizoram State of India and Myanmar (Burma). This is the only region of Bangladesh where the indigenous peoples are a majority. It is unique for its mountains, forests, lakes and ethnic diversity. Eleven different indigenous ethnic groups live in the region. Although original settlers in the hill tracts, the people have long been deprived of basic needs such as potable water, health, sanitation services, as well as electricity. Where formal development projects were undertaken, very little benefits have accrued to the local people. The situation of Chittagong Hill Tracts was exacerbated by political unrest, armed conflicts, displacement and huge waves of out migration.

Zabarang believes that the negative consequences on the lives of the hill people were caused by inappropriate development projects, formulated and implemented without consultation with the locals. As in any development endeavor, the projects conceived from without did not succeed and subsequently wasted.

Since Zabarang believes in a more contemporary approach to development which involves people in decision-making processes, the organization plays a major role in strengthening community participation to build an active citizenry.

Legal Status

Zabarang was registered with the Department of the Social Services and NGO Affairs Bureau, Government of Bangladesh bearing registration Nos:

- a) Directorate of Social Service registration no- Khagra-122/97, date- 29/07/1997
- b) Foreign Donation registration no-1461 date- 27/12/1999, **latest renewal date-** 13/10/2019 **with expiry date-** 26/12/2029

Vision

A society where everyone, is educated, self-reliant, equal in justice, healthy, secure and, lives in peace with dignity.

Mission

To work with the poor and disadvantaged sections (including youth, women and persons with disability), and key service delivery institutions and policy makers for achieving quality education and learning opportunities, and good health and wellbeing for all people of Chittagong Hill Tracts, and building the capacities of the communities for adaptation and mitigation of the climate change.

Zabarang Theory of Change

A society where everyone, is educated, self-reliant, equal in justice, healthy, secure and, lives in peace with dignity.

Quality Education

Ensure the quality education and create learning opportunities for all

- Promote civil society platform for quality education;
- Conduct (action) research and advocacy;
- Support to establish primary schools in remote areas and MLE;
- Support technical education for unemployed youth and women.

Sustainable Livelihood

Achieve wellbeing of the grassroots communities

- Support disadvantaged communities for resource mgt and IGA;
- Support entrepreneurs for generating employment;
- Promote eco-tourism and community based tourism
- Enhance the capacities of traditional and people's representative;
- Conduct research and advocacy.

Health and Wellbeing

Ensure good health and wellbeing of all

- Promote access to sexual and reproductive health rights;
- Support access to quality and essential primary health-care services;
- Organize adolescent and youth for health awareness.

Environment and Climate Change

Enhancing the capacities of the community for climate change adaptation and mitigation

- Research and advocacy initiatives;
- Support planning and implementation of community-led environmental initiatives;
- Capacity Enhancement of forest, water and biodiversity management;
- Promote traditional knowledge and appropriate technologies.

Core Programme Areas & Strategic Objectives

Quality Education

This programme area is aimed to contribute to ensure the quality education and creating learning opportunities for all. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Promote civil society platforms/building alliances/networks at local, district and national level to raise issues related to quality education (i.e. right to education, act against corruption etc)
- Conduct research/action research and advocacy on the following issues
 - Recruit subject based teachers and maintain students verses teachers' ratio in remote primary schools
 - Ensuring quality education based on national indicators
 - Effective implementation of MLE in primary level
 - Promotion and revitalization of indigenous education system
 - Effective functioning of the School Management Committees (SMC)
 - Publish yearly education watch reports of CHT
- Providing technical and financial support for establishment primary schools in remote areas and implementation of MLE (i.e. teachers trainings) in partnership with education department;
- Provide technical education for developing skilled and creativity of unemployed youth and women (including produce skilled labours for factories and other sectors i.e. garments)
- Behavioral change of the parents to change the family environment for the adolescent and youth to improve the quality education;

Sustainable Livelihood

This programme area is aimed to contribute to achieve well-being of the grassroots communities by providing all possible technical and financial supports and advocacy assistance. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Sensitize and provide necessary support to the disadvantaged village communities for effective use of their land and other resources (i.e. for homestead gardening) and sustainable income generation related activities to improve their livelihood and wellbeing;
- Provide support to the new and existing entrepreneurs (especially youth and women) to develop and expend their initiatives (including establishment of market linkages) for generating rural employment;
- Contribute to the development of local tourism through promoting environment friendly and culturally sensitive eco-tourism and community based tourism. The capacity enhancement of tourist guides, develop partnership with Rangamati Science and Technology University on the issue of tourism and use of information technologies for the poor and marginalized are among other key initiatives;
- Strengthen the linkages between service receivers and service providers through enhancing the capacities of traditional and peoples representatives (i.e. basic

- orientations), strengthening the relationship with Headmen Association, UP forums, and related organizations and establishing the feedback mechanism for service providers;
- Facilitate inclusive budgeting and budget disclosures sessions with local government authorities;
 - Developing an information-hubs for general people on access to services;
 - Conduct research and advocacy in order to improve the livelihood opportunities for the poor people;

Good Health and Wellbeing

This programme is aimed to contribute to ensure good health and wellbeing of all peoples of Khagrachhari hill district. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Promote the right to access to sexual and reproductive health services to the youth and women in the CHT and providing support for ensuring the services to the remote areas through information dissemination and education, and with other reproductive health related programmes;
- Sensitize the village peoples about the negative consequences of the child marriage to the health and society;
- Provide support to ensure access to quality and essential primary health-care services and access to essential medicines and vaccines for all in the remote villages;
- Take necessary programmes on behavioral change of the parents to change the family environment for the adolescent and youth;
- Take programmes/activities to engage adolescent and youth in education and cultural activities to prevent drug addiction related activities/stopping drug addiction;

Climate Change and Environment

This programme is aimed to contribute to take action to combat climate change and its impacts through enhancing the capacities of the community for climate change adaptation and mitigation. In order to achieve this objective, ZKS will focus on, but not limited to, the following:

- Undertake research and advocacy initiatives on sustainable agriculture, food security and climate- friendly livelihood and support the communities to achieve food sovereignty;
- Provide support to the communities to develop and implement their climate change adaptation and mitigation plans, including disaster risk preparedness, management and rehabilitation;
- Support to enhance the capacities of the communities for managing the forest ecosystems and achieving traditional sustainable forest-related livelihoods and innovations;
- Provide necessary support to protect important sources of water and biodiversity areas including promote and revitalize the village common forests;
- Promote and revitalize the traditional knowledge and practices beneficial to the environment and climate change i.e. sustainable hill cultivation model;
- Promote climate friendly appropriate technologies to combat climate change.

Core Values

The core values of Zabarang:

- Collective and dedicated
- Open and responsible
- Inclusive and participatory
- Effective and efficient
- Creative and innovative

Core Programme Areas

- Quality education
- Sustainable livelihood
- Good health and wellbeing
- Environment and climate change

Crosscutting Areas

- Gender
- Pro-poor governance
- Adolescent & youth
- Conflict Sensitivity & Do No Harm

Zabarang's Membership in Government Structures

The Executive Director of Zabarang, on behalf of the organization, is a proud member of various government committees at local and national level. Some of the committees are as follows-

- Members of National Steering Committee Member at the Mother Tongue based Multilingual Education (MLE) Implementation Committee, under the Ministry of Primary and Mass Education;
- Team leader of Kokborok Writers' Panel at National Curriculum and Textbooks Board
- Member of Technical Committee for MLE Teachers' Training under the National Curriculum and Textbooks Board;
- Member of the Halda Fish Sanctuary Implementation Committee;
- Member of National Committee of the Jatiya Somaj Kalyan Parishad under the Ministry of Social Welfare'
- Member of District Beneficiary Selection Committee for Social Safety-net Program of Khagrachhari Hill District;
- Member of District Legal Aid Support Committee of Khagrachhari Hill District;
- Member of District Birth and Death Registration Monitoring Committee
- Member of District Child Labour Monitoring Committee
- Former Alternative Member of Bangladesh Country Coordinating Mechanism (BCCM) under the Health Ministry

Zabarang's Operational Partners

Zabarang is affiliated with the following networks/alliances/platforms-

- Member of Bangladesh Working Group on Ecology and Development (BWGED)
- Member of Campaign for Sustainable Rural Livelihood (CSRL) Hilly Campaign Group
- Member of Chittagong Hill Tracts Women Resource Network (CHTWRN)
- Founding Member of Bangladesh Indigenous Peoples' Network on Climate Change and Biodiversity (BIPNet CCBD)
- Founding Member of Multilingual Education Forum (MLE Forum)
- Member of Campaign for Popular Education (CAMPE)
- Founding General Secretary of Youth and Adolescent Rights Network (YARN)

Who Do We Serve

- Poor and disadvantage section
- Adolescent & youth
- Traditional and peoples representatives
- Teachers, parents and SMC members

What Resources We Have

The Library

Zabarang has a library containing a wide selection of books, journals and publications. At present, our focus is on collecting and preserving materials on development related issues. There are a number of readings on Chittagong Hill Tracts, specifically historical, political and cultural analysis. We have a special collection on studies about Indigenous Peoples. Reference materials on the history and culture of the different indigenous groups in the Chittagong Hill Tracts are also available.

The reference books are organized into six categories; Education Studies, Governance, Literature, Indigenous Studies, Reference and Social Science. Visitors are encouraged to visit our library and do research or borrow books for overnight or extended use. We have a database containing details of all our resources and there are staffs that can assist and find what you are looking for.

For details of visiting hours and membership please contact us at info@zabarangbd.org

Resource and Training Centre

Zabarang has two storied wide resource and training center in its own campus. Zabarang has the capacity to organize several types of workshops, seminars and trainings, both for its own organisation needs, and for use by other organisations. The centre is equipped with multimedia technology, generator for continuous power supply, sound system and other necessary training logistics. We can also arrange transport, accommodation and catering for events and trainings. The center serves minimum 500 participants in each year under its training facilities. The center is used by CHTDF UNDP, Save the Children, Asia Foundation, Plan International, Campaign for Popular Education among others in addition to the local level various social organizations, professional associations and civil society organizations.

The center has 3 specific spaces, of which 2 spaces are with 40 feet length X 15 feet wide and 9.5 feet height and 1 space (cemented building with CI sheet sheds) with 29 feet length X 14 feet wide and 9.5 feet height. We can use these spaces as warehouse as well as training venues.

There are also 2 extra rooms with 15 feet length X 13 feet wide and 9.5 feet height, which can be used as office space or secretariat for training organizers.

For more information on hiring out the Zabarang Resource and Training please contact us at info@zabarangbd.org

Zabarang Resource Team

Zabarang has a team of training experts who are experienced in various development fields including PRA, Participation Method, Research and situation analysis, Project Proposal writing, Program and project evaluation, curriculum development, interactive teaching-learning methods, multi-grade and multi-level teaching methods, gender in development field, conflict resolution/transformation, Leadership skills improvement, child rights and child safeguard and many other issues. The Executive Director of the organization leads the resource pool consists of internal and external affiliated experts.

Office Facilities

At present, Zabarang has set-up Upazilla offices at all nine Upazillas in Khagrachhari hill district. All relevant project staffs usually stay at the Upazilla offices for better communication and relationship with the relevant stakeholders.

The headquarters- based project staffs of all projects are accommodated at the head office.

Zabarang has wifi system to serve fulltime internet service at its head office. All staffs can access the internet facility from their own desk. Zabarang has continuous power supply system with instant power supply.

Zabarang has separate toilet for male and female with necessary WASH materials.

The Website

For our partners and stakeholders, the Zabarang Website can be accessed anytime. Just click the button to www.zabarangbd.org and get acquainted with our work and our world.

Recognitions

1. The organization has been awarded for its contribution in education and research in the Chattogram Hill Tracts in 2022. The award was offered by the Pro Better Life Bangladesh (PBL), Rangamati.
2. The Executive Director of the organization Mr. Mathura Bikash Tripura has received awards from various public and private organizations, which are as follows-
 - 2.1. Giridhara Sahitya Puroskar 2025 offered by the Khagrachhari Jela Sahitya Parishad for his research works on literatures in Chittagong Hill Tracts.
 - 2.2. International Mother Language Award 2021 offered by the Government of Bangladesh in national category for his contribution in revitalization, preservation and promotion of languages of ethnic people in the country.
 - 2.3. Language Award 2020, offered by the Khudra Nrigosthir Sangkritik Institute under the Ministry of Cultural Affairs.

- 2.4. Language Award 2018, offered by the Parbatya Buddho Sangha, Rangamati.
- 2.5. Altruistic Education Award 2017, offered by Altruistic Foundation.
- 2.6. Recognized as one of the Successful Young Leaders in Asia 2009, by the United Nations Development Programme (UNDP), Regional Center in Bangkok.



How We Perform

1. Procedure for recruitment of project staff, including affirmative actions to ensure Gender balance and Ethnic diversity

Zabarang has a clear and effective recruitment and selection policy which is designed to guide the organization through the recruitment process, ensure that the procedure is fair and transparent and that the organization is able to appoint the best candidate for the position.

Briefly, there are four main stages in Zabarang's recruitment process. First, the Senior Management Team (SMT) meets to assess the post (write the job description and specific requirements) and agree on a recruitment action plan to decide who will sit on the selection panel and the dates of the advertisement, short listing, interviews and final appointment etc. The selection panel must include at least one senior female member of staff.

The second stage is advertising the post. In order to encourage women to apply, Zabarang's job advertisements makes explicit statements regarding gender with a statement: "Zabarang is an equal opportunities employer. Women are encouraged to apply" posted in publications and advertisements. The strategic placement of advertisements is also carefully considered for maximum exposure especially for female candidates.

The third stage of the process is the selection stage. At the short-listing stage, Zabarang decides that all female candidates who meet the essential criteria for a post (as decided by the senior management team at the job assessment stage) that is currently under represented by women will be offered an interview. At the interview, at least one female member of senior management will be on the panel.

Zabarang is committed to being an equal opportunities employer. This means that Zabarang will give an impartial treatment to all candidates notwithstanding their gender, ethnicity, age or any other immutable characteristic. However, ***Zabarang recognizes that equal opportunity is not possible where one sex has faced a lifetime of discrimination and disadvantage*** (in the case of Bangladesh, this is women). Zabarang is therefore committed to taking positive action – targeting women and ethnic minorities in its recruitment drive – to try to negate the effects of past disadvantage and enable them to compete on equal terms with the rest of the population.

Please refer to Zabarang's Recruitment and Selection Policy, as well as our Gender Policy, for more details on Zabarang's recruitment procedure.

2. Involvement of Zabarang management to support project implementation

- **Executive Director:** On behalf of the Executive Committee the Executive Director oversees the implementation of the project. Executive Director is involved in the overall management of the project, including technical decisions and policy issues. The ED attends at higher level decision making meetings, and is involved in partnership agreements. The overall direction of the project is the responsibility of the ED and transparency in decision making across the organization is maintained properly by him.
- **Senior Management Team (SMT):** The SMT comprises with the Executive Director, project head/ project coordinator of all project, head of finance section and an Admin staff. The SMT coordinates all projects and is responsible for decision making over Zabarang's entire strategic areas. Any project and policy related issues can be raised with the team, and resolved in this forum. This SMT meeting generally held twice in a month.
- **Female in senior and mid-level management position:** Zabarang always encourages women to apply in the senior and mid-level positions to ensure women leadership within the organization. At present, Zabarang has very less representation in the senior and mid-level positions. However, Zabarang management takes affirmative action to increase women's participation in the positions.

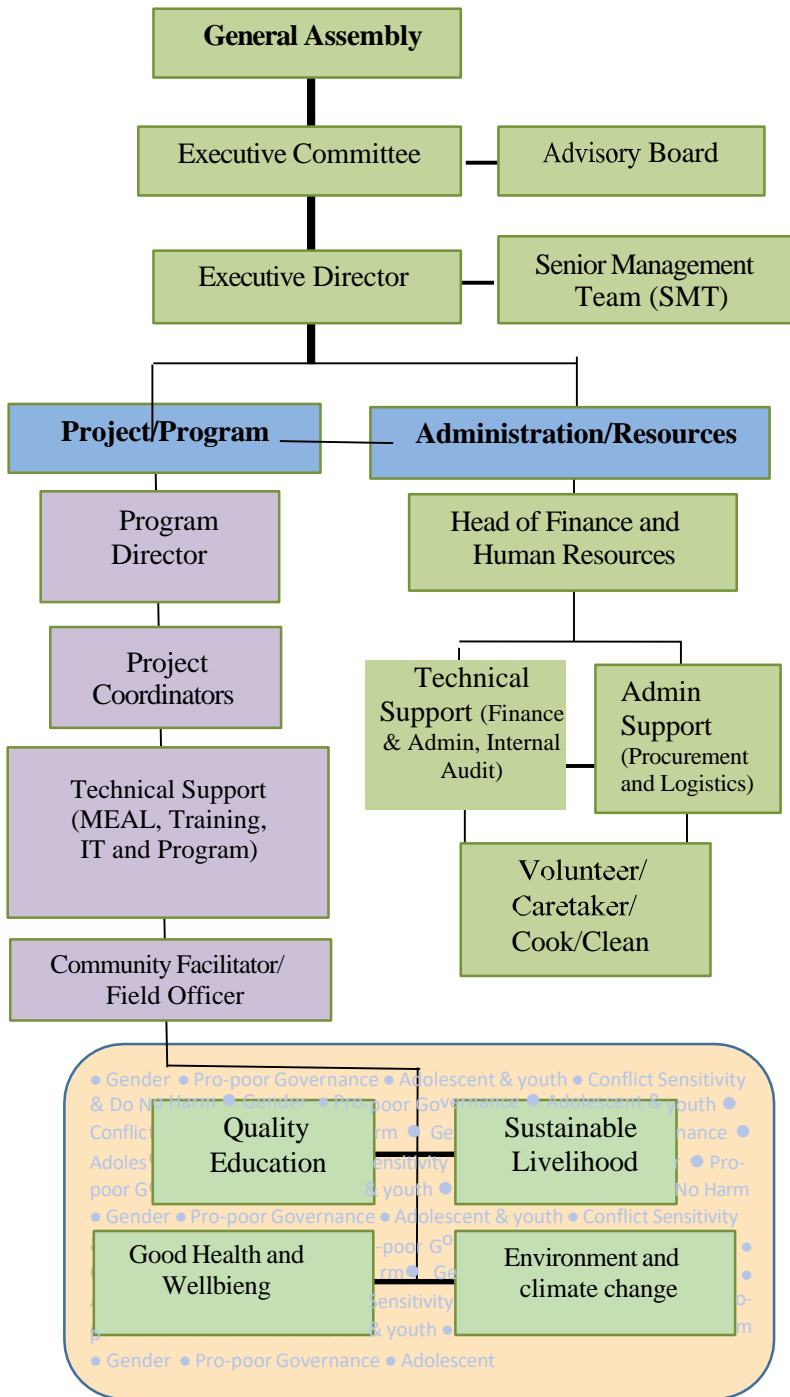
Campaign and Advocacy:

As the anchor organization for 'Bangladesh Health Watch in Khagrachhari', Zabarang established the District Health Rights Forum (DHRF) and Youth Forum in 2021 and serves as its secretariat, with its executive director as Member Secretary. It formed youth forums at the upazila level and hosts orientation programs at its Resource Center, convening government officials, civil society, and citizens to ensure accountability and transparency in health services.

In the 'Campaign on Just Transition', Zabarang acts as a key implementer and mobilizer for renewable energy in the Chittagong Hill Tracts. In February 2026, it organized a human chain in Rangamati and Khagrachhari, bringing together activists, youth, and journalists to demand rooftop solar expansion. Following the rally, a memorandum with five demands was submitted to the district administration. Zabarang also leads the "SUNRISE" project to popularize community-based solar systems, linking environmental sustainability with local job creation.

Zabarang has also been engaged in the campaign on quality education in Khagrachhari Hill District and beyond. In doing this the organization mobilizes communities, conducts researches, and publishes booklets and other relevant publications.

The ORGANIZATION: Our Relationships at Work



Our Competent Staff: The Pride of Zabarang

At present Zabarang has 27 staff members (Male-16, Female-11) involved in the entire organizational activities.

Sector/ Project	M	F	Total
General	03	03	06
Health Watch (Institutionalising Accountability in Health Systems to Improve Access to Services)	01	00	01
ST-NRM	01	00	01
ST-NRM Youth Volunteers	03	03	06
Promoting Gender Responsive Enterprise Development and TVET Systems (ProGRESS) Project	05	03	08
Shikhya Surokkha	01	00	01
Sunrise Project	01	00	01
Obhijojito Barta (Resilient Voices)	01	00	01
Volunteer	00	02	02
Total	16	11	27

Apart from the staff members, some are highly qualified, trained with varied expertise in many development issues especially on the issues of education, child rights, women rights, climate change, WASH, development concepts, training, capacity building, financial and organizational management system, leadership skills and the like.

Our Executive Committee

The Executive Committee is the governing body of the organization. Its main responsibilities are to formulate necessary policies and provide policy directions to the operational sections in order to realize the organizational goals and objectives. As a part of their responsibilities they also oversee internal control system and accountability and transparency of the organization in order to make sure that resources are used appropriately to benefit all those it is intended to help. This includes:

- Meet once in three months;
- Deliberate and approve the annual program budgetary requirements;
- Approve the organization's human resources and financial policies, including delegated authority;
- Review quarterly and annual financial reports, including budget monitoring, cashflow and the balance sheet through designated officials;
- Monitor progress in generating funds to ensure that the organization has adequate resources to carry out its objectives;
- Review and approve the audited financial statements;
- Ensure accountability and transparency.

Present Executive Committee of Zabarang

S. Ananta Bikash Tripura (Mr.)
Chairperson

Suiching Aung Marma (Mr.)
Vice Chairperson

Mathura Bikash Tripura (Mr.)
General Secretary

Anzum Banhi Chakma (Ms.)
Asst. General Secretary

Krishna Kishore Tripura (Mr.)
Finance Secretary

Chingmeprue Marma (Ms.)
Executive Member

Wamrasong Marma (Ms.)
Executive Member

Our Management Team

The present Management Team (SMT) of Zabarang consists of a group of skilled, experienced and dedicated peoples as follows-

Mathura Bikash Tripura: Executive Director, an MA in history, expert in education, education in Indigenous languages, local government systems, ToT and participatory methods, Research methodologies, Planning and management, Organization's capacity assessment, strategic planning, training facilitation, leadership tools and techniques etc.

Binodan Tripura: Program Director of the organization an MSS in Anthropology and

The Senior Management Team (SMT)

The Management Team of Zabarang is known as the Senior Management Team (SMT) which coordinates all projects and is responsible for decision making over Zabarang's entire strategic areas. Any project and policy related issues can be raised with the team, and resolved in this forum. This operational level management team is consisted of the senior management staffs of the organization including the Executive Director, Resource Coordinator and Programme Coordinators. This SMT generally meets twice in a month.

Sociology, expert in Logical framework analysis, National volunteering for social change, budgeting, project proposal preparation, management and budgeting, strategic planning, water and sanitation etc.

Popi Tripura: Head of Finance and Human Resources, a BA, expert in Financial and organizational management, procurement procedures, budgeting, financial health check etc.

Dayananda Tripura: Managing Director- Social Enterprise, an MBA & LLB, expert in Community mobilization, project planning and budgeting, ToT, ToF, team building, Project Proposal writing, management, facilitation of training sessions etc.

Bidyut Jyoti Chakma: Program Officer, a Bachelor Degree holder, expert in Community mobilization, project planning and budgeting, ToT, ToF, team building etc.

Dayanath Royaza: Project Officer- ST NRM, a Masters Degree holder, expert in community mobilization, linkage building, natural resources management, traditional and indigenous knowledge etc.

Uttala Tripura: Community Mobilization Officer- CJII, a Masters Degree holder, expert in youth mobilization, community mobilization, linkage building etc.

Rakhi Tripura: Communication and Reporting Officer, a Masters holder, expert in reporting, documentation and communication, linkage building etc.

Junaki Tripura, Finance and Admin Officer, a Masters Degree holder, expert in financial management, financial health check, budgeting and reporting etc.

How We Handle Financial Matters

Zabarang Kalyan Samity uses a standard financial management system. A brief description of the financial system of Zabarang Kalyan Samity is summarized below:

- A handbook on Financial Rules describes and provides guidance for the maintenance of financial transactions of the organization.
- A dedicated female Line Manager for Finance oversees and coordinates financial and human resources of the organization.
- Standard procurement policy in place for canvassing, quotations, preparing comparative analysis of the quotations, presentation and decision by the Independent Procurement Committee.
- A fixed system for payable s, which prevents the misappropriation of the grants and resources of the organization.
- VAT and Tax procedures of the GoB are followed and regular deposits of the collection and VATs are made to the district treasury office timely.
- Two experienced finance officers and one coordinator maintain day-to-day financial transactions of the organization, and have flexible policy to recruit an assistant under any new project, if deemed necessary.
- Conduct of Annual External audit according to the respective project duration.
- Annual General Meeting of the organization, to release the annual financial reports to the general members, beneficiaries, other stakeholders and all organizational staffs.
- Periodic review of the financial rules from time to time through a participatory process, where the recommendations and suggestions of auditors and donor partners are accommodated, with the approval of the Executive Committee of the organization.

Our Procurement Procedures

All sub-grants provided for procurement of goods/services under the specific project/program require complete recording and the expenditures must be verifiable by proper documentation. No expenditure is remised for procurement if those are not budgeted, allowable and reasonable. In case of extreme emergency, prior permission must be sorted from Executive Director.

Given below are the procedures to follow for procurement of supplies/services:

1. Approval Committee:

A list of approval authorities for procurement along with their approval limit to procurement should be prepared. Any subsequent changes must be immediately notified to the concerned donor(s). Executive committee of Zabarang must approve the approval authority list.

2. Procurement Committee (PROC):

Zabarang has a Procurement Committee (PROC) consisting of at list three members. The executive director and accountant are not included in this committee. The procurement committee members are selected from the executive committee and the programs/projects. The procurement committee sends their recommendation to ED or his/her designated person. ED or his/her designated person finally approves the procurement and s/he remains accountable for all procurement.

3. Procurement ceiling:

The table below sets out Zabarang's procurement guidelines and is followed by a more detailed description of our procurement procedure:

Value of Tender (BDT)	Solicitation document required	Minimum number of vendors to be invited
Up to 20,000	No written document	By a survey to ascertain the prevailing competition pricing
20,001-50,000	Spot Quotation	Two (open market / enlisted vendor)
50,001-200,000	Spot Quotation	Three (open market / enlisted vendor)
200,001-500,000	RFQ / RFP (Sealed)	Three (open market / enlisted vendor)
Above 500,000	RFP/Open Tender	Open/press tender (In case of field level procurement, the issue to be done in consultation with Central Management)

Tender enquiry shall be as follows:

- a. **Single tender enquiry:** This type of tender enquiry shall be issued exclusively to the manufacturers or their authorized agents when the items are purely of proprietary nature. Tender enquiry with detailed terms and conditions will be sent to the manufacturer or their authorized agent free of cost inviting quotation from them within a specified period of time.
- b. **Spot tender enquiry:** This type of tender enquiry shall be issued to the genuine and bonafide dealers/Stockiest/traders in specific and exceptional cases of extreme urgency of the item and /or if the estimated value of requisition/item or service to be procured is in between BDT

20,001 to BDT 200,000 or when response against a limited tender enquiry is very poor and/or the quoted rates are abnormally high through a team of 3 (three) officials one from Procurement, one from Finance & Accounts department and one from indenting department. Minimum 3 quotations are to be collected against Spot Tender Enquiry in all cases.

- c. Limited tender enquiry:** This type of tender enquiry in the form of ITB/RFQ shall be issued to the enlisted Suppliers/ Contractors only when the items are of non-proprietary nature or estimated value in between BDT 200,001 to 500,000. Tender enquiry with detailed terms and conditions will be sent to the enlisted Suppliers/Vendors/ contractors allowing a specific five for submission of sealed quotation. Minimum response from three bidders for estimated value up to BDT 00,000 and five for estimated value up to BDT 800,000 is generally expected.
- d. Press Tender:** This type of tender inquiry will be made through publishing in a national/local dailies and/or online media if the estimated value is above BDT 500,000 or if the nature of item is irregular/rear.

d.1. Tender Opening Committee Composition

The composition of the tender opening committee shall be as below

- a) Procurement Focal Person - Convener
- b) One member from Finance & Accounts /Internal Audit Department
- c) One member from Indenting Department
- d) Technical Expert

d.2. Regional/Field Level Procurement Committee will perform the role of tender opening committee at Regional Offices.

e Purchases against Proprietary/Brand items

Only proprietary items or items available with a particular source of supply/brand items may be purchased directly from the manufacturer of their authorized agents. The purchase will be processed as usual. Any available published rate is acceptable and required for this type of purchase.

f Enlistment/Pre-qualification of Suppliers/Contractors/Vendors

Enlistment Process will be followed by open circular using notice/national/local daily newspaper etc. In this process existing successful vendors will be enlisted inevitably if provide updated documents.

In Case of selecting vendor(s) for foreign purchase, pre-qualification of manufacturers/suppliers can also be made taking into consideration such matters as contractor integrity, record of past performance, financial and technical resources, or accessibility to other necessary resources.

Enlistment of different category of suppliers will be made based on the nature of the procured items and frequency of purchase. Such as:

- a. Advertising Firm/Media Agency
- b. Audit Firm / Tax Advisory Firm / Legal Advisory Firm / Individual Consultant
- c. Courier Service and Carrier of Goods.
- d. Electrical & Electronics Items.

- e. Furniture & Furnishing
- f. General Suppliers, Stationeries, Promotional Items
- g. Information Communication Technologies
- h. Medicine & Medical Equipment
- i. Printing & Packaging
- j. Reagent, Water testing equipment & Lab Materials
- k. Repair and Maintenance Service of Fixed Assets
- l. Garage/Workshop/Automobile/Construction Firm/Contractor

Application for enlistment shall have to be made by the supplier/Vendor mentioning the group or groups of items along with the following document-

- a) Current valid Trade License
- b) Income Tax Certificate (updated)
- c) VAT registration Certificate
- d) Bank Solvency Certificate (if applicable)
- e) Organization profile (If applicable)
- f) Performance certificate from 3 organizations (if applicable)
- g) Press declaration certificate (for printing & packaging), if any
- h) List of machinery (If applicable)
- i) List of manpower (If applicable)
- j) List of clients

f.1. Verification of submitted documents and Vendor Evaluation

Procurement Department will verify the information and particulars furnished by an applicant and if found genuine and acceptable, will take necessary steps for enlistment of the firm.

After verifying all the submitted/required and applying best judgment, reputed agency/ vendor/ firm will be selected for enlistment. It is expected that all documents submitted by the concerned agency/vendor/firms are correct and from genuine source.

The participated vendors who have relevant experience and performance (as assessed by testimonials, quality inspection), reasonable physical facility, adequate manpower and technical support (as assessed through physical inspections), financial soundness (as assessed through bank statements) would be evaluated by the procurement department and forwarded to Executive Director for central office and respective Regional Manager for field and regional office with due recommendations of the procurement committee.

f.2 Validity of Enlistment

Enlistment once made shall remain valid for a period of two years and may be extended for further two years, subject to satisfactory performance and up gradation of relevant documents.

g Emergency Procurement

Procurement in the event of critical situation (such as natural calamities, political unrest, riot, blockade, and so on) which could result in heavy loss or hamper in normal operations or regular activities of ZKS and where normal purchase procedures cannot be resorted to as time the most critical factor and adherence to the standard purchasing procedure is not possible. Emergency procurements would require the approval of Executive Director in all cases. Spot quotation and spot decision will be taken by the Emergency Procurement Team if time is

limited otherwise Spot quotation method will be followed.

The Emergency Procurement Team may be formed comprising 5 (five) officials as follows-

Indenting Department-1,
Finance & Account /Audit
department-1, Technical Person-1,
PC Member-1,
Staff from concerned Region/Field Office-1.
ED will form the Emergency Procurement Team in all cases.
The team will submit the Spot decision in written form with the bill.

h Cash Purchase

ZKS discourages cash purchase. However, in unavoidable situation, procurement department as well as the Regional/ Project Offices with due diligence are allowed to buy materials or services amounting up to BDT 20,000 with the approval of Head of Finance & Accounts/Manager Finance.

In very exceptional cases, If the item is irregular or vendor is limited and not willing to participate in formal tendering process, or not ready to accept payment by A/C payee cheque, then irrespective of the value of the item a **Cash Purchase Committee** comprised of minimum three members will be formed by ED for this type of purchase.

All cash procurements are to be completed within seven working days and bills are to be submitted to the Finance & Accounts department for immediate adjustment or reimbursement.

All Cash Purchase Committee will submit a summary document related to the cash purchase along with the bill.

i VAT and IT

Zabarang follows the GOB rules (Income Tax, VAT, Stamp charge etc, to be deducted a source, if applicable) during the procurement of any goods/services. The deducted money should be deposited to the local office of treasury in monthly basis.

Note: Due diligence should be applied in case of procuring these and event management etc.

- * Food items like bottle water, soft drinks should goes under BOA.
- * However, in case of bulk food stuff/food supplies which estimated cost is more than BDT 30,000 (thirty thousand), it is advisable to supervise the job by the Procurement Committee.

Affiliation With Various Networks/Alliances/Platforms

Affiliation of Zabarang Kalyan Samity with Education specific networks/forums/alliance:

Name of the Networks/alliances/platforms	Types of representation	Duration
Bangladesh Working Group on Ecology and Development (BWGED)	Member organization	Since 2026
Youth and Adolescent Rights Network (YARN)	Founding Member Secretary of the network	Since 2020
Multilingual Education Forum (MLE Forum)	Member, one of the initiators	Since 2011
Campaign for Popular Education (CAMPE)	- General member - Executive member for two terms	- Since 2011 - Jul 13- Jun 15 and Jul 15-Jun 17
Bangladesh Indigenous Peoples' Network on Climate Change and Bio-diversity (BIPNet CCBD)	Member organization	Since 2009
Campaign for Sustainable Rural Livelihood (CSRL)	Member organization	Since 2007
Maleya Foundation (Network of NGO professionals)	Representation by the Executive Director	Since 2007
Chittagong Hill Tracts Women Resource Network (CHTWRN)	Representation by core staff in the network	Since 2001

Our Current Projects

Sl.	Name of the Project	Project Period	Donor	Budget (BDT)	Project Area
1	Shikhya Surokkha	January 01, 2026 to August 31, 2027	Campaign For Popular Education (CAMPE) and Standard Chartered Bank PLC	2,236,344.00	Khagrachhari Hill District
2	One Million Rooftop Solar for One Million Jobs (Sunrise Project)	October 1, 2025 to July 31, 2026	Coastal Livelihood and Environmental Action Network (CLEAN)	420,000.00	Khagrachhari and Rangamati Hill Districts
3	Community-Owned Prosumers Energy (COPE) Initiative	Ma 18, 2026 to April 30, 2027	Coastal Livelihood and Environmental Action Network (CLEAN)	3,500,000.00	Khagrachhari Sadar Upazila, Khagrachhari Hill District
3	'Institutionalizing Accountability in Health Systems to Improve Access to Services' project	February 1, 2025 to December 31, 2025	BRAC University James P. Grant School of Public Health	681,000.00	Khagrachhari Sadar and Mohalchari Upazilla of Khagrachhari Hill District

4	ST-NRM (Revival of traditional crops and sustainable technologies for a resilient food system and sustainable natural resources management)	June 2024 to May 2026	IFAD through Tebtebba Foundation	5,410,260.00	Matiranga and Khagrachhari Sadar Upazilla of Khagrachhari Hill District
5	Promoting Gender Responsive Enterprise Development and TVET Systems (ProGRESS) Project.	August 11, 2024 to December 2025	International Labor Organization (ILO)	13,565,700.00	Khagrachhari Hill District
6	Resilient Voices: Empowering Ethnic Community Media Makers to Combat Climate Change in Bangladesh	July 2025 to April 2026	Cultural Survival	9,76,000.00	Khagrachhari, Rangamati and Bandarban Hill Districts



Our Experiences in Development Field

Zabarang Kalyan Samity has a long history of working to empower communities in the Chittagong Hill Tracts (CHT) region of Bangladesh. The organization was established in **1995** and began by focusing on empowering **Indigenous women in 1998**.

Early Initiatives and Community Mobilization

In its early years, Zabarang provided technical and financial support to women through projects aimed at implementing homestead-based income-generating activities. These projects offered awareness training, as well as basic literacy and numeracy skills. One of these early initiatives was supported by the Bangladesh Nari Pragoti Sangha (BNPS).

Following this, Zabarang partnered with SAP-Bangladesh to introduce modern, organic-based agricultural technology to Indigenous women. Both of these collaborations focused on community mobilization, leading to the empowerment of those involved. In 2003, Zabarang launched a project on action research called "Community Based Institutional Capacity Building," supported by ICIMOD, which aimed to strengthen community-based institutions.

Community Mobilization is not merely a component of Zabarang's work; it is the philosophical core. The organizational history of Zabarang is rooted in the belief that the path to development is through community involvement. Zabarang demonstrates its capacity for decisive, grassroots action in times of need. For example, during the devastating Rat Flood crisis, the organization rapidly mobilized local leaders and volunteers to conduct needs assessments, distribute humanitarian aid, and raise community preparedness against future infestations, thereby strengthening the local resilience and reinforcing the crucial role of community-based organizations (CBOs) as first responders.

Gender Equality & Empowerment

At the heart of Zabarang's work is the drive for Gender Equality and Empowerment. Their foundational strategy, utilizing the "Women's Centre Method," has been pivotal in empowering adolescent indigenous women and girls to lead lives of dignity, free from coercion and discrimination. This is exemplified by the establishment of Girls' Clubs in remote villages, which serve as safe havens. Here, young women gain knowledge, self-belief, and the agency to make critical life decisions. This empowerment is holistic: it's not only about social rights but also Economic Empowerment, as demonstrated by the Creating Jobs and Improving Incomes (CJII) project, which provides women with market-driven skills and supports their journey into entrepreneurship.

Health & Rights including SRHR

Zabarang has made a deep commitment to Health & Rights, with a sharp focus on Sexual and Reproductive Health and Rights (SRHR). Their central mission through the OLHF project is to ensure that young women and girls in the CHT can fully exercise their SRHR. A key battleground in this work is the fight to End Child Marriage, where they equip girls with the knowledge and resolve to resist early unions. They provide essential services, raise awareness about Menstrual Hygiene Management (MHM), and actively work to change harmful cultural norms that perpetuate the cycle of child marriage and limit access to basic healthcare. This commitment is highlighted by their active participation in regional and national SRHR advocacy forums.

Education & Digital Skills

Recognizing education as a pathway out of marginalization, Zabarang prioritizes Education and Digital Skills. They are national leaders in the promotion and revitalization of Multilingual Education (MLE), an effort that has earned their leadership national recognition. In their work to safeguard girls' futures, they see teachers as critical "mentors and gatekeepers" within the school system. Zabarang provides extensive training to secondary school teachers, raising their awareness of SRHR and other rights so they can better identify and refer girls at risk of early marriage, simultaneously working to make schools and colleges a safer environment for adolescent girls.

Focus on Education and Youth Empowerment

Since 2003, Zabarang has had a clear track record of working to improve education quality in the

CHT. The organization collaborates with schools and local communities to increase student attendance, especially for girls in higher classes. Activities in this sector include situation analysis, policy research, and advocacy at various levels, as well as providing support for mother-tongue based education.

Zabarang also has a strong focus on youth empowerment and civic engagement. Through partnerships with organizations like Plan International, Zabarang has worked to empower youth and ensure their safety, particularly in digital spaces. A key project with Save the Children has also enhanced children's access to quality education.

Economic & Livelihood Development

The organization's approach to Economic and Livelihood Development is defined by innovation and sustainability. Through the successful Sustainable Hill Cultivation Program (SHCP), Zabarang pioneered an intercropping model- blending short, mid, and long-term crops, that provides farmers with a stable income source while ensuring environmental health. Modern efforts, like the CJII project, focus on developing specialized Market-Driven Skills, providing Vocational Training, and fostering entrepreneurship, particularly for marginalized women and youth. By linking learners with master craft persons for hands-on apprenticeship, they are building a skilled local workforce and promoting sustainable employment and eco-tourism opportunities within the CHT.

Strategic Partnerships and Diverse Projects

Zabarang has developed a comprehensive history of collaboration with a diverse range of international donors. Its strategic partnerships have allowed it to implement projects across various sectors, including Indigenous rights, health, and climate resilience.

In 2004, Zabarang became a proud partner of the UNDP CHTDF initiative in Khagrachhari district, which aimed to build confidence and establish self-sustained peace in the CHT. The organization has also partnered with the UNDP Regional Center, Bangkok to provide leadership training to young leaders.

As a partner in the Community Empowerment Project (CEP), Zabarang has served 341 villages and 243 Para Nari Development Groups (PNDG) over 13 years, providing technical support for community-led small grant projects. More than 2,000 women have been trained in organizational management and basic bookkeeping.

Other significant collaborations include: The Save the Children, Tebtebba Foundation and IFAD, World Food Programme (WFP), Simavi-BNPS consortium, Action Aid and Commonwealth Education Fund (CEF), United Nations Development Programme (UNDP), Pawanka Fund and the International Labour Organization (ILO), UNESCO, Plan International Bangladesh, BRAC University James P Grant School of Public Health, United Nations Population Fund (UNFPA), Bangladesh National Commission on UNESCO (BNCU), Concerned Women for Family Development (CWFD), Caritas Bangladesh,

Cultural Preservation and Long-Term Impact

Beyond development and empowerment, Zabarang is committed to environmental sustainability and Indigenous culture. The organization has spearheaded initiatives like the "Chakma Language Dictionary Initiative," which helps preserve and revitalize Indigenous languages and culture. The

organization's deep contextual understanding and consistent results have established it as a trusted and effective partner in the CHT's development sector.

Climate Change and Environmental Management

Zabarang Kalyan Samity has played a pioneering role in climate resilience, biodiversity conservation, and environmental development in the Chittagong Hill Tracts (CHT). As a member of the Bangladesh Indigenous Peoples' Network on Climate Change and Biodiversity (BIPCCBDNET) and Bangladesh Climate Change 64 Network, it actively engages in national and global advocacy. Through publications such as research and position papers, it influences policies on climate and biodiversity issues. On the ground, Zabarang introduced a sustainable hill farming model with jumia farmers, promoting short, mid, and long-term crops for food security, green coverage, and sustainable income. The organization has also supported watershed management by regenerating vegetation on degraded lands, reducing soil erosion, ensuring year-round water availability, and conserving indigenous plant diversity. Under these initiatives, 341 "para" communities and 243 "PNDGs" were engaged, while youth-led climate action projects mobilized 300 young leaders to reduce climate risks by 10% annually.

Biodiversity conservation has been another strong focus, particularly through protecting and strengthening Village Common Forests (VCFs). Between 2016 and 2017, Zabarang established a functional VCF network involving 92 leaders, culminating in a convention attended by 100 VCFs and 189 participants. From 2017 to 2019, Zabarang safeguarded 15 VCFs in Khagrachhari District, benefiting 29 paras, 1,345 households, and 6,725 people. The project conducted 45 awareness sessions, reaching 624 men and 542 women on climate change and disaster management. In action research, five village communities with 175 participants engaged in adaptive strategies. These initiatives were made possible with support from donors including UNDP CHTDF, UNDP Regional Center Bangkok, Bread for the World (via CDP), Danida HRGG PSU, IFAD, Tebtebba Foundation, and others, ensuring long-term impact on environmental sustainability and indigenous community resilience.

Disaster Responses

Zabarang has been actively involved in disaster response and humanitarian assistance in the Khagrachhari hill district, with several projects funded by various donors. For instance, the organization partnered with Caritas International and Caritas Bangladesh for three projects- "Alert B055," "Alert B056," "Alert B057" and "Alert B067". These projects have targeted Dighinala, Khagrachhari Sadar, Panchhari, and Matiranga Upazilas, and have reached a total of over 2,000 participants. The "Alert B055" project, specifically, ran from July 8 to August 21, 2024, providing assistance to 720 people in Dighinala. In a different collaboration, Zabarang partnered with Plan International Bangladesh on the "Gender Transformative Flash Flood Response" project, which took place from August 24 to November 30, 2024. This initiative focused on Khagrachhari Sadar and Mohalchhari Upazilas and assisted 498 people. Additionally, Zabarang's work with Sajida Foundation included the "Humanitarian Assistance to Flood Affected Households" project in Panchhari and a "Solidarity Cash Grant Support" project in Dighinala, which provided financial aid to 150 households from September 15 to October 15, 2024.

Looking ahead, Zabarang is also involved in a long-term project with Caritas Internationalis Member Organizations (CIMO), an "Emergency Appeal" running from December 1, 2024, to June 15, 2025. This project is set to assist 200 people in Khagrachhari Sadar Upazila, demonstrating a

continued commitment to emergency and recovery assistance in the region. Caritas Bangladesh has also extended its support to Zabarang to respond to the current Rodent Crisis in Sajek Union under Baghaichhari Upazila of Rangamati Hill District. With the financial support of Start Fund Bangladesh, Caritas Bangladesh is providing humanitarian assistance (Alert B067) to 466 Rodent Crisis affected households from 25 most remote villages in Sajek Union for the period from September 10 to October 24, 2025. Zabarang has also mobilized some solidarity support from PSDI, District Social Services Department, Caritas Bangladesh and Friends of Zabarang to provide instant humanitarian assistance to the affected people, as a multi-faceted approach to funding and assistance.

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Key Development Partners (Past):

- Action Aid Bangladesh
- Asian Development Bank (ADB)
- Bangladesh National Commission for UNESCO (BNCU)
- Bangladesh Youth Leadership Center (BYLC)
- BRAC
- BRAC James P Grant School of Public Health, BRAC University
- Bread for the World through Coastal Development Partnership
- Bureau of Non-Formal Education (BNFE), Government of Bangladesh
- Campaign for Popular Education (CAMPE)
- Care Bangladesh
- CHTDF-UNDP
- DANIDA, HRGG-PSU
- Directorate of Women Affairs, Government of Bangladesh
- Embassy of Netherland
- ICIMOD through Khagrachhari Hill District Council
- Manusher Jonno Foundation (MJF)
- Penny Appeal through United Purpose
- Plan International Bangladesh
- SAP, Bangladesh
- Save the Children
- Simavi through Bangladesh NariProgatiSangha (BNPS)
- Social and Economic Enhancement Programme (SEEP)
- The Asia Foundation through Coast Trust
- USAID, ARD Inc.
- Voluntary Service Overseas (VSO)
- World Food Programme (WFP)

Area of Expertise:

- Pre-primary and Primary Education
- Multilingual Education
- Just Transition
- Early Childhood Development
- Sustainable Livelihood
- Gender and Good Governance
- Community Mobilization and Empowerment
- Basic Health awareness and WASH
- Sustainable Environment and Climate Change
- Disaster responses
- Research, publication and advocacy

Recognition of Zabarang for its contribution in Education and Research Sector

